COMPENSATION IN MASS RETAILING 1981/82

Salaries & Incentives

NMRI

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President

COMPENSATION IN MASS RETAILING 1981/1982

SALARIES AND INCENTIVES

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I N T R O D U C T I O N

The National Mass Retailing Institute's 1981/82 report on salary levels and bonuses is a comprehensive survey of compensation within the mass retailing industry.

The report is based on questionnaires completed by 49 firms, operating 6,989 discount department stores throughout the United States.

In keeping with NMRI's policy of treating all responses in total and inviolable confidence, names of responding companies have never been and will never be divulged. No copies were made of the responses, and all original questionnaires were destroyed after tabulation.

The entire NMRI organization sincerely thanks all the firms that took the time to complete the survey's questionnaire. This cooperation enables members of the mass retailing industry to obtain an important comparative picture of the compensation procedures within the industry. The knowledge derived from this study aids the formulation of sound decisions and judgements.

New York
September 1982

RICHARD I. HERSH
President

ORGANIZATION

This report is organized into five sections:

The first three sections reflect three different levels of a retailing firm's annual sales volume;
The fourth section is a composite of statistics found in the first three sections;
The fifth section is a comments and conclusions analysis.

SECTION I -- Those firms having an annual sales volume under $100 million

SECTION II - Those firms having an annual sales volume from $100 million up to and including $300 million

SECTION III- Those firms having an annual sales volume over $300 million

SECTION IV - A composite of the compensation statistics for senior management positions.

Within each section, the specific job titles are listed in the same order as they appear in the questionnaire.

The following information is given for each job title:

1. 1981 Base salary (average salary)
2. 1981 Bonus (average salary)
3. 1981 Total Compensation (average compensation)
4. 1981 Bonus percentage (1981 base median for operations, merchandising and store management categories)
5. 1982 Base salary (average salary)*
6. 1982 Base salary (median salary)*

For senior management also included is total salary for 1979.

*Please note the definitions of "average" and "median":
The term "average" refers to the arithmetic mean, or the amount obtained by adding up all the parts and then dividing by the number of parts.

The term "median" refers to a value in an ordered set of values below and above which there is an equal number of values.

All figures are rounded off to the nearest $5.

Figures marked with an asterisk (*) are figures for which the sample was small and therefore not necessarily statistically representative.

SECTION ONE

ANNUAL SALES VOLUME UNDER $100 MILLION

STORE MANAGEMENT

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Chairman of the Board	$104,990	$25,000	$107,490	24.0	$ 98,000	$106,680	$101,860
President	90,250	15,000	105,250	16.6	100,000	92,000	88,920
Sr. Admin. Executive	66,170	10,000	76,170	15.1	76,000	68,000	68,000
Sr. Merchandising Exec.	54,030	9,500	63,530	17.5	68,300	61,000	58,500
Sr. Operations Exec.	42,760	11,300	54,060	26.4	53,800	45,000	42,400
Sr. Financial Executive	46,600	-0-	46,000	-0-	50,800	51,200	51,200
Sr. Personnel Executive	33,980	6,300	40,280	18.5	33,000	32,800	32,800

SENIOR MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Top Real Estate Officer*	$45,000	-0-	$45,000	-0-	$42,950	$45,000	$45,000
Treasurer*	32,500	-0-	32,500	-0-	65,000	42,500	38,000
Controller	36,000	2,000	38,000	5.5	37,300	36,000	33,250
Secretary*			N/A				
Sr. Legal Exec.*	36,000	-0-	36,000	-0-	35,000	36,000	36,000
Sr. Advertising Executive	27,480	4,000	31,480	14.5	39,500	32,900	37,600
Sr. Customer Relations Exec.			N/A				

*Insufficient Data for statistically accurate results.

SENIOR MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Sr. Data Processing Executive	$31,940	$3,000	$34,940	9.3	$30,400	$34,860	$39,520
Sr.Distribution * (Warehse) Exec.	26,775	3,000	29,775	11.2	35,800	31,050	33,500
Sr. Security Exec*	33,730	1,000	34,730	2.9	22,500	32,080	32,000
Sr.Growth Planning Mtg. Res. Exec. *			N/A				
Sr. Internal Audit Executive			N/A				
Sr. Government Relations Exec.			N/A				

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Financial Executive	$46,600	-0-	$46,600	-0-	$51,200	$51,200
Treasurer*	32,500	-0-	32,500	-0-	42,500	38,000
Controller	36,000	$2,000	38,000	5.5	36,000	33,250
Internal Audit Head*	27,475	2,375	29,850	8.6	29,130	29,300
Tax Department Head			N/A			
Budget Control Head			N/A			
Credit/Collection Head			N/A			

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Payroll Head	$18,715	$ 400	$19,115	2.1	$20,275	$20,000
Accounts Payable Head	20,100	500	20,600	2.5	21,200	22,300
General Accounting Head	20,350	300	20,650	1.5	21,218	23,040
Senior Data Processing Exec.	31,940	3,000	34,940	9.3	34,860	39,520
Computer Operations Head	20,855	-0-	20,855	-0-	23,500	22,200
Systems Analyst*	24,000	2,000	26,000	8.3	28,000	28,000
Senior Programmer	19,150	750	19,900	4.0	20,400	22,000
Programmers (average)	18,165	175	18,340	1.0	19,160	18,000

* Insufficient Data for statistically accurate results.

REAL ESTATE & CONSTRUCTION

POSTION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Real Estate Head*	$45,000	-0-	$45,000	-0-	$45,000	$45,000
R.E. Negotiation Fixture Head			-0-			
Store Planning & Fixture Head	31,200	$700	31,900	2.3	29,875	28,000
Store Construction Head*			N/A			

* Insufficient Data for statistically accurate results.

PERSONNEL

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Personnel Executive	$ 33,980	$ 6,300	$ 40,282	18.5	$ 51,200	$ 51,200
Training & Development *	23,160	250	23,410	1.1	25,695	25,000
EEO			-0-			
Employee/Union Relations *			N/A			
Benefit *	15,600	-0-	15,600	-0-	16,100	16,100
Compensation *			-0-			
Employment/ Recruitment			N/A			
Regional Personnel Managers			-0-			

* Insufficient Data for statistically accurate results.

ADMINISTRATION & OTHER

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Purchasing Agent	$ 35,705	$ 3,000	$ 38,705	8.4	$ 38,030	$ 33,000
Senior Manual Systems Exec. *	30,500	-0-	30,500	-0-	34,500	34,500
Senior Facilities Head	27,960	500	28,460	1.7	31,350	34,000
Senior Traffic/ Warehouse	30,740	1,080	31,820	3.5	32,800	33,500
Senior Customer Relations Exec. *			N/A			

* Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Senior Operations Head	$42,760	$11,300	$54,060	26.4	$41,200
Regional Manager	45,860	-0-	45,860	-0-	36,500
Regional Mdse. Mgr. Hardlines			-0-		
Regional Mdse. Mgr. Softlines			-0-		
District Manager	30,700	1,000	31,700	3.2	29,000

MERCHANDISING

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Senior Merchandising Executive	$54,035	$9,500	$63,535	17.5	$48,600
General/Senior Mdse. Managers					
Hardlines	32,300	3,800	36,100	11.8	31,855
Softlines Fashion	35,100	4,220	39,320	12.0	33,220
Softlines Basics	25,250	2,800	28,050	11.0	24,900

MERCHANDISING CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Division/Category Mdse. Managers					
Hardlines	$35,195	-0-	$35,195	-0-	$33,800
Softline Fashion			N/A		
Softline Basics	35,260	-0-	35,260	-0-	40,970
Buyers Hardlines	26,840	550	27,390	2.0	27,000
Buyers Softline Fashion	32,340	760	33,100	2.3	28,000
Buyers Softline Basics	28,515	500	29,015	1.7	25,000

STORE MANAGEMENT

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Store Managers					
Vol. $1-3 Million	$24,185	$1,420	$25,605	5.8	$24,000
Vol. $3-5 Million	28,540	1,580	30,120	5.5	27,500
Vol. $5-7 Million			N/A		
Vol. Over 7 Million	35,420	2,000	37,420	5.6	29,500

STORE MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Assistant Managers					
Vol. $1-3 Million	$15,950	$ 300	$16,250	2.0	$15,300
Vol. $3-5 Million	21,520	825	22,345	3.8	18,500
Vol. $5-7 Million*	23,800	1,400	25,200	5.8	20,950
Vol. over $7 Million*	28,500	1,300	29,800	4.5	26,200
Exempt Department Heads					
Vol. $1-3 Million	15,100	-0-	15,100	-0-	13,300
Vol. $3-5 Million	17,100	-0-	17,100	-0-	16,300
Vol. $5-7 Million*	19,200	-0-	19,200	-0-	19,200
Vol. over $7 Million*	10,000	-0-	10,000	-0-	10,000

* Insufficient Data for statistically accurate results.

SECTION TWO

ANNUAL SALES VOLUME $100 MILLION TO $300 MILLION

SENIOR MANAGEMENT

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS%	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Chairman of the Board	$164,500	$14,500	$179,000	8.8	$220,000	$165,400	$117,000
President	154,420	69,380	223,800	44.9	194,800	155,400	125,000
Sr. Admin. Executive	93,020	41,600	134,620	44.7	112,500	83,500	80,220
Sr. Merchandising Exec.	88,000	22,400	110,400	25.5	87,500	91,400	82,500
Sr. Operations Exec.	76,500	15,800	92,300	20.6	70,800	78,350	69,000
Sr. Financial Executive	46,800	12,200	59,000	26.0	61,000	56,050	53,840
Sr. Personnel Executive	42,520	1,400	43,920	3.2	34,800	43,635	38,600

SENIOR MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS	1979 TOTAL	1982 BASE	1982 BASE MEDIUM
Top Real Estate* Officer	$32,500	$4,000	$36,500	12.3	$36,900	$41,350	$28,200
Treasurer	61,300	8,000	69,300	13.0	66,000	57,500	58,200
Controller	38,650	3,800	42,450	9.8	39,950	39,400	36,450
Secretary*	12,000	-0-	12,000	-0-	57,500	12,000	12,000
Sr. Legal Exec.			N/A				
Sr. Advertising Executive	47,230	7,100	54,330	15.0	43,400	46,600	45,820
Sr. Customer* Relations Exec.	26,410	1,000	27,410	3.8	24,000	27,200	20,450

* Insufficient Data for statistically accurate results.

SENIOR MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIUM
Sr.Data Processing Executive	$46,450	$4,500	$50,950	9.7	$37,500	$44,000	$41,620
Sr.Distribution (Warehse) Exec.	36,388	2,200	38,588	6.0	35,800	35,800	37,540
Sr. Security Exec.	42,640	2,000	44,640	4.7	39,000	39,525	41,385
Sr.Growth Planning	36,125	1,350	37,475	3.7	36,150	38,400	39,000
Sr.Internal Audit Executive	34,800	2,300	37,100	6.6	40,800	35,000	31,900
Sr.Government* Relations Exec.				N/A			

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Financial Executive	$46,800	$12,200	$59,000	26.0	$56,050	$33,840
Treasurer	61,300	8,000	69,300	13.0	57,500	58,200
Controller	38,650	3,800	42,450	9.8	39,400	36,450
Internal Audit Head	34,250	800	35,050	2.3	35,220	33,840
Tax Department Head	28,300	1,500	29,800	5.3	29,650	29,220
Budget Control Head*	29,000	-0-	29,000	-0-	31,000	31,000
Credit/Collection	30,500	-0-	30,500	-0-	32,596	28,500

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Payroll Head	$ 27,600	$ 350	$ 27,950	1.3	$26,830	$ 27,500
Accounts Payable Head	23,325	1,290	24,615	5.5	22,400	24,600
General Accounting Head	30,380	2,200	32,580	7.2	32,455	31,800
Senior Data Processing Exec.	46,450	4,500	50,951	9.7	44,000	41,620
Computer Operations Head	29,600	1,000	30,600	3.3	29,850	32,450
Systems Analyst	25,020	1,500	26,520	6.0	26,800	24,385
Senior Programmer	27,400	1,200	28,600	4.3	26,000	27,480
Programmers (average)	21,500	700	22,200	3.3	23,400	18,980

* Insufficient Data for statistically accurate results.

REAL ESTATE & CONSTRUCTION

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Real Estate Head*	$32,500	$4,000	$36,500	12.3	$41,350	$28,200
R.E. Negotiation Head*	36,400	500	36,900	1.4	37,200	33,800
Store Planning & Fixture Head	37,250	2,000	39,250	5.4	38,800	35,800
Store Construction Head	33,100	1,300	34,400	3.9	35,250	29,800

* Insufficient Data for statistically accurate results.

PERSONNEL

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Personnel Executive	$42,520	$1,400	$43,910	3.2	$43,635	$38,600
Training & Development	28,480	1,100	29,580	3.8	29,500	29,280
EEO			N/A			
Employee/Union Relations*	33,400	-0-	33,400	-0-	36,200	36,200
Benefit*	26,800	350	27,150	1.3	27,400	26,955
Compensation*	Same position as Benefit.					
Employment/ Recruitment*	29,200	2,000	31,200	6.8	30,150	29,990
Regional Personnel	21,230	600	21,830	2.8	23,800	24,500

* Insufficient Data for statistically accurate results.

ADMINISTRATION & OTHER

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Purchasing Agent	$26,850	-0-	$26,850	-0-	$28,200	$28,850
Senior Manual Systems Exec.			N/A			
Senior Facilities Head*	34,000	250	-0-	-0-	36,800	35,925
Senior Traffic/ Warehouse	30,715	3,200	33,915	10.4	30,250	29,155
Senior Customer Relations Exec.*	26,410	1,000	27,410	3.8	27,200	20,450

* Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Senior Operations Head	$ 76,500	$ 15,800	$ 92,300	20.6	$ 71,850
Regional Manager	34,155	18,000	52,155	52.7	35,000
Regional Mdse. Mgr. Hardlines *	26,000	-0-	26,000	-0-	32,000
Regional Mdse. Mgr. Softlines *	32,000	-0-	32,000	-0-	32,000
District Manager	32,780	3,100	35,880	9.5	38,740

* Insufficient Data for statistically accurate results.

MERCHANDISING

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Senior Merchandising Executive	$ 88,000	$ 22,403	$ 110,403	25.5	$ 87,300
General/Senior Mdse. Managers					
Hardlines	47,050	8,650	55,700	18.4	42,000
Softline Fashion	42,140	7,500	49,640	17.8	44,000
Softline Basics	42,250	5,100	47,350	12.1	45,000

MERCHANDISING CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Division/Category Mdse. Managers					
Hardlines	$ 48,670	$ 1,250	$ 49,920	2.6	$ 55,000
Softline Fashion	43,630	-0-	43,630	-0-	43,595
Softline Basics	58,750	-0-	58,750	-0-	43,800
Buyers Hardlines	28,200	2,300	30,500	8.1	35,855
Buyers Softline Fashion	25,850	4,700	30,550	18.2	25,200
Buyers Softline Basics	26,575	780	27,355	3.0	27,000

STORE MANAGEMENT

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Store Managers					
Vol. $1-3 Million	$ 22,200	$ 3,600	$ 25,800	16.4	$ 22,000
Vol. $3-5 Million	24,300	3,000	27,300	12.3	28,000
Vol. $5-7 Million	27,500	1,750	29,250	6.3	25,400
Vol. Over $7 Million	37,670	2,095	39,760	5.6	35,700
Assistant Managers					
Vol. $1-3 Million	16,350	2,000	18,350	12.2	16,000
Vol. $3-5 Million	17,850	2,500	20,350	14.0	17,400
Vol. $5-7 Million	20,300	-0-	20,300	-0-	22,600
Vol. over $7 Million	22,810	-0-	22,810	-0-	24,300

STORE MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Exempt Department Heads					
Vol. $1-3 Million	$ 13,600	-0-	$13,600	-0-	$ 13,600
Vol. $3-5 Million	13,850	-0-	13,850	-0-	12,700
Vol. $5-7 Million	14,500	-0-	14,500	-0-	13,200
Vol. over $7 Million	14,960	-0-	14,960	-0-	13,300

SECTION THREE

ANNUAL SALES VOLUME OVER $300 MILLION

SENIOR MANAGEMENT

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Chairman of the Board	$271,420	$81,575	$352,995	30.1	$264,000	$297,830	$275,000
President	213,275	61,050	274,325	28.6	240,500	228,030	210,000
Sr. Admin. Executive	130,100	21,770	151,870	16.7	102,100	139,350	100,000
Sr. Merchandising Exec.	118,820	14,150	132,970	11.9	122,500	128,540	115,400
Sr. Operations Exec.	97,070	11,790	108,860	12.1	98,800	106,550	115,000
Sr. Financial Executive	93,530	16,870	110,400	18.0	91,000	105,170	100,000
Sr. Personnel	84,050	14,190	98,240	16.9	73,400	90,930	77,000

SENIOR MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Top Real Estate Officer	$68,140	$ 7,210	$75,350	10.6	$ 76,900	$73,070	$ 63,800
Treasurer	57,340	10,220	67,560	17.8	91,000	72,620	90,000
Controller	63,750	8,930	72,680	14.0	60,500	68,925	63,000
Secretary *	25,000	-0-	25,000	-0-	54,300	25,000	25,000
Sr. Legal Exec.	85,250	13,960	99,210	16.4	113,500	93,250	100,000
Sr. Advertising Executive	73,905	5,590	79,495	7.6	53,000	81,425	75,000
Sr. Customer Relations Exec. *	57,700	3,000	60,700	5.2	19,900	60,200	71,400

* Insufficient Data for statistically accurate results.

SENIOR MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Sr.Data Processing Executive	$57,200	$ 8,010	$65,210	14.0	$55,600	$61,760	$58,300
Sr.Distribution (Warehse) Exec.	69,470	3,400	72,870	4.9	44,700	74,750	69,200
Sr. Security Exec.	46,350	4,290	50,640	9.3	46,500	50,050	44,000
Sr. Growth Planning Mtg. Res. Exec.	66,030	6,940	72,970	10.5	-0-	71,350	58,500
Sr. Internal Audit Executive	46,650	3,205	49,855	6.9	29,000	[illegible]135	41,500
Sr. Government Relations Exec.*	77,500	11,330	88,830	14.6	49,300	88,100	89,100

* Insufficient Data for statistically accurate results.

FINANCIAL & EDP

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Financial Executive	$93,530	$16,870	$110,400	18.0	$105,170	$100,000
Treasurer	57,340	10,220	67,560	17.8	72,620	90,000
Controller	63,750	8,930	72,680	14.0	68,925	63,000
Internal Audit Head	41,910	3,080	44,990	7.4	45,190	36,420
Tax Department Head	45,000	3,040	48,040	6.8	48,200	42,000
Budget Control Head	36,350	1,060	37,410	2.9	39,230	34,200
Credit/Collection Head	51,030	2,960	53,990	5.8	55,400	53,100

FINANCIAL & EDP CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Payroll Head	$23,080	$1,025	$24,105	4.4	$24,550	$24,500
Accounts Payable Head	30,325	1,605	31,930	5.3	32,140	37,500
General Accounting Head	32,040	1,970	34,010	6.1	34,725	33,000
Senior Data Processing Exec.	57,200	8,010	65,210	14.0	61,760	58,300
Computer Ops. Head	36,815	2,050	38,865	5.6	39,850	36,200
Systems Analyst	28,910	1,495	30,405	5.2	31,185	28,800
Senior Programmer	24,300	690	24,990	2.8	21,515	23,400
Programmers (average)	18,500	165	18,665	0.8	19,600	21,000

REAL ESTATE & CONSTRUCTION

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Real Estate Head	$68,140	$7,210	$75,350	10.6	$73,070	$63,800
R.E. Negotiation Head *	82,940	4,370	87,310	5.2	85,370	85,600
Store Planning & Fixture Head	43,925	2,560	46,485	5.8	47,400	53,000
Store Construction	42,465	2,280	44,745	5.4	43,760	38,800

* Insufficient Data for statistically accurate results.

PERSONNEL

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Personnel Executive	$84,050	$14,190	$98,240	16.9	$90,930	$77,000
Training & Development	46,200	2,660	48,860	5.8	50,275	43,500
EEO	44,300	3,700	48,000	8.3	47,150	42,800
Employee/Union Relations	35,130	3,620	38,750	10.3	37,600	38,000
Benefit	31,105	620	31,725	1.9	33,050	27,000
Compensation	33,650	450	34,100	1.3	35,425	27,500
Employment/ Recruitment	33,070	1,850	34,920	5.6	35,825	29,400
Regional Personnel Managers	41,800	1,945	43,745	4.6	42,050	42,000

ADMINISTRATION & OTHER

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1982 BASE	1982 BASE MEDIAN
Senior Purchasing Agent	$30,300	$1,530	$31,830	5.0	$33,175	$30,300
Senior Manual Systems Exec.	34,470	4,470	38,940	12.9	37,940	34,500
Senior Facilities Head	31,240	2,115	33,355	6.8	33,750	29,500
Senior Traffic/ Warehouse	44,955	3,400	48,355	7.6	48,230	42,000
Senior Customer Relations Exec. *	57,700	3,000	60,700	5.2	60,200	71,400

* Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Senior Operations Head	$97,070	$11,790	$108,860	12.1	$93,400
Regional Manager	60,550	6,550	67,100	10.8	53,100
Regional Mdse. Mgr. Hardlines	38,975	2,450	41,425	6.3	44,700
Regional Mdse. Mgr. Softlines	35,450	3,975	39,425	11.2	35,500
District Manager	38,500	2,970	41,470	7.7	41,500

MERCHANDISING

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Senior Merchandising Executive	$118,820	$14,150	$132,970	11.9	$94,600
General/Senior Mdse. Managers					
Hardlines	83,870	7,230	91,100	8.6	90,000
Softline Fashion	98,320	6,340	104,660	6.5	93,500
Softline Basics	90,670	8,210	98,880	9.1	93,500

MERCHANDISING CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Division/Category Mdse. Managers					
Hardlines	$53,875	$4,000	$57,875	7.4	$52,000
Softline Fashion	56,980	4,770	61,750	8.4	60,000
Softline Basics	58,800	1,625	60,425	2.8	59,500
Buyers Hardlines	31,045	2,235	33,280	7.2	30,915
Buyers Softline Fashion	34,430	2,740	37,170	8.0	33,300
Buyers Softline Basics	30,970	1,770	32,740	5.7	32,300

STORE MANAGEMENT

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1981 BASE MEDIAN
Store Managers					
Vol. $1-3 Million	$24,150	$2,240	$26,390	9.3	$21,700
Vol. $3-5 Million	27,170	3,710	30,880	13.7	29,200
Vol. $5-7 Million	27,840	2,785	30,625	10.0	30,150
Vol. Over $7 Million	35,575	6,700	42,275	18.8	35,600
Assistant Managers					
Vol. $1-3 Million	17,125	-0-	17,125	-0-	16,800
Vol. $3-5 Million	18,400	300	18,700	1.6	17,500
Vol. $5-7 Million	20,050	600	20,650	3.0	22,200
Vol. Over $7 Million	22,450	875	23,325	3.9	25,200

Exempt Department Heads - Insufficient Data for reliable statistics.

SECTION FOUR

SENIOR MANAGEMENT COMPOSITE

(ALL FIRMS INCLUDED IN THIS SECTION)

SENIOR MANAGEMENT

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Chairman of the Board	$180,305	$40,360	$22,665	22.4	$194,000	$189,970	$165,400
President	152,350	48,480	201,130	31.8	178,450	158,480	155,400
Sr. Admin. Executive	96,430	24,460	120,890	25.4	96,900	96,950	83,500
Sr. Merchandising Exec.	86,950	15,350	102,300	17.7	92,800	93,620	91,400
Sr. Operations Exec.	72,110	12,970	85,080	18.0	74,500	76,635	78,350
Sr. Financial Executive	62,310	9,690	72,000	15.6	67,650	70,805	56,050
Sr. Personnel Executive	53,515	7,300	60,815	13.6	47,100	57,590	43,635

SENIOR MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Top Real Estate Officer	$48,545	$3,735	$52,280	7.7	$52,300	$53,140	$45,000
Treasurer	50,380	6,075	56,455	12.0	74,050	57,540	57,500
Controller	46,135	4,910	51,045	10.6	46,000	48,110	39,400
Secretary*							
Sr. Legal Exec.*							
Sr. Advertising Executive	49,540	5,565	55,105	11.2	45,350	53,640	46,600
Sr. Customer Relations Exec.*							

* Insufficient Data for statistically accurate results.

SENIOR MANAGEMENT CONTD.

POSITION	1981 BASE	1981 BONUS	1981 TOTAL	1981 BONUS %	1979 TOTAL	1982 BASE	1982 BASE MEDIAN
Sr. Data Processing Executive	$45,195	$5,170	$50,365	11.4	$41,200	$46,875	$44,000
Sr. Distribution (Warehse) Exec.	44,210	2,865	47,075	6.5	38,800	47,200	35,800
Sr. Security Exec.	40,905	2,430	43,335	5.9	36,050	40,550	39,525
Sr. Growth Plannning Mtg. Res. Exec.*			-0-				
Sr. Internal Audit Executive*			-0-				
Sr. Government Relations Exec.*			-0-				

* Insufficient Data for Statistically accurate results.